



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
U.S. ARMY HUMAN RESOURCES COMMAND
DA SECRETARIAT FOR SENIOR ENLISTED SELECTION BOARDS
8899 EAST 56TH STREET
INDIANAPOLIS, INDIANA 46249-5301

AHRC-PDV-SEB

05 May 2010

MEMORANDUM THRU Headquarters, United States Army Training and Doctrine Command, Attention: ATTG-P, 3 Fenwick Road, Building 11, Fort Monroe, VA 23651-1049

FOR Commander, US Army Quartermaster, Fort Lee, VA 23801

SUBJECT: Career Management Field (CMF) 92 Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 08 March 2010, subject: Memorandum of Instruction for the FY10 CSM/SGM Training and Selection Board.

2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 92 submits this Review and Analysis to assist you in executing your duties as proponent for MOS within this CMF.

3. Competence assessment of Promotion Zone.

a. Performance and potential: The majority of Quartermaster Soldiers had several opportunities to lead at every level considering where they were assigned. Many of these Soldiers held key developmental positions such as First Sergeant for 24 months or more competitive for promotion. However, some Soldiers became complacent in key staff positions serving 36 months or more in the position without seeking out tough and demanding leadership positions such as First Sergeant, Military Transition Teams and special assignments. Soldiers with trends of strong Senior Rater NCOER performance and potential ratings of 1/1 in those tough and demanding leadership positions were considered strong candidates for promotion.

b. Utilization and assignments: Quartermaster Soldiers that were assigned non-traditional positions were competitive and the proponent packet provided the board with the right information to select best qualified NCOs. Soldiers who have successfully served in First Sergeant Positions for 24 to 28 months should be reassigned to key staff level developmental positions thus allowing others to have the opportunity to serve in these positions. Leaders in the field should effectively manage key staff development positions to allow all Soldiers an opportunity to serve in those tough and demanding leadership positions and remain competitive for promotion. Soldiers must seek a plethora of assignments in both Generating Force (GF) and Operational Force (OF).

c. Training and education: Soldiers must complete college degrees at BA level of education or higher to remain competitive for SGM/CSM. Many Soldiers had college semester hours; however they did have a BA or higher degrees.

d. Physical Fitness: Logistical warriors maintained outstanding physical fitness levels. Although the standard is 180, Soldiers that maintained the Army Physical Fitness Badge (270 w/90 in each event) were more competitive. Several Soldiers NCOERs reflected that they met the standards IAW with Army Regulations 600-9, however DA Photos clearly displayed that the Soldiers appeared to be overweight. Additionally, there were many inconsistencies with Soldiers HT/WT on the NCOER. Some Soldiers who received excellent ratings in the Physical Fitness and Military Bearing were based on group performance rather than individual performance.

e. Overall career management: Soldiers had ample opportunities to excel in leadership and key staff positions. There were many Soldiers who failed to validate their Enlisted Records Brief (ERB) and take an updated photo. Validating the ERB and taking a photo in the current grade is an individual responsibility.

4. CMF structure and career progression assessment.

a. MOS compatibility within CMF. Records reviewed clearly showed that the majority of our Soldiers are working in their MOS in support of missions in all operations were well trained and performed well. The field must continue to support NCOs attending NCOES in a timely matter for both the NCO and the unit.

b. Suitability of standards of grade and structure. Several Soldiers records reflected that they were assigned to a position subordinate to their current rank or level of training. Majority of the records reviewed revealed that these NCOs were performing competitively in their current assignment, however to stay competitive the field must consider movement within the Divisional units for career development when assignment is not achievable in key staff positions or leadership positions. Logistic Soldiers assigned to First Sergeant Positions in the nontraditional companies clearly demonstrated that could perform well when given those opportunities.

c. Assignment and promotion opportunity. Soldiers that were given leadership opportunities performed well in their current grade were competitive for promotion; however, upon promotion leaders should make every effort to assign Soldiers to valid duty position in their duty MOS and current grade.

d. Overall health of CMF. The records reviewed clearly showed that Logistic NCOs when given the tough assignments clearly were competitive for promotion. The field must continue to utilize Logistics NCOs to their fullest capacity by placing them in broadening position to give them a diversified background.

5. Recommendations.

a. Competence. Majority of the NCO's are competent and have good records, however, education and training in all aspects are highly recommended.

b. CMF structure and career progression. Records reviewed showed no issues with structure, however, when opportunity exists the field should allow movement within their unit for career development.

1. Overall, NCOERs continue to be the most important document in the Soldiers' promotion file. Strongly recommend that supervisors and/or the unit Command Sergeant Major review the Soldiers record prior to submitting the NCOER to EREC. This review must include a thorough review of the NCOs duty position, performance and potential ratings. Senior Raters must ensure that all 1/1 ratings have the appropriate comments: promote now, promote ahead of peers, promote with peers or do not promote.

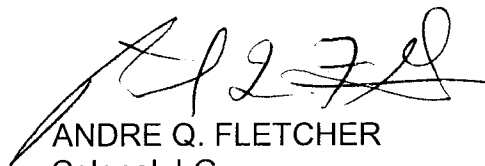
2. Reviewers need to become more active in their role in the rated NCOs Evaluation Report. Special care need to be taken to ensure that specific bullet comments support the appropriate excellence, success or need improvement rating. Additionally, if the Rater/Senior Rater fails to acknowledge a discrepancy, it is the Reviewers responsibility to resolve concur/non-concur the report and provide a memorandum to clarify the situation.

3. Soldiers must be more vigilant in updating DA Photos, validating ERBs and maintaining overall accuracy on their OMPF. This is the best way to show how well NCOs represent themselves at all boards.

6. CMF Proponent Packets.

a. Overall quality. Overall the CMF 92 Proponent Packet was excellent and laid out the positions that NCOs held. However, more emphasis could be put on non-traditional assignments such as Enlisted Aides, Overseas Contingency Operations, and Special Mission Units.

b. Recommended improvements. Identify to the panel critical positions for each MOS and with special attention being given to non-traditional assignment in comparisons to traditional equivalent key positions. Update the Career Map to summarize leadership, potential and duty positions for combat theater operations and Special Mission Units with current like duty positions as they relate to Generating, Operational, Sustainment and Installation positions.



ANDRE Q. FLETCHER
Colonel, LG
Panel Chief